

EXHIBIT 4



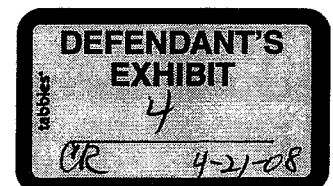
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H25 PERFORMANCE APPRAISAL 2004

ID #: 523400

NAME: BRYAN, EDMUND H

C.C. 2307



**MEMORIAL SLOAN-KETTERING CANCER CENTER**
POSITION PROFILE/PERFORMANCE APPRAISAL

This Position Profile/Performance Appraisal is a comprehensive tool designed to contain all information needed to:

- Define a job including responsibilities and requirements
- Define the level of performance required to meet the expectations for carrying out these responsibilities
- Define the level of performance required to exhibit the Center's Core Competencies
- Appraise an individual's performance against the defined requirements

This document replaces the job description, performance standards, and performance appraisal form.

Division (5 char): HA000 **Cost Center #:** 23070
T/O # (s): Various **Salary Grade:** S 21
Job Title: Central Proc Tech I/ II
Dept. Name: Central Processing Department **JCC#:** 002434 (Tech I)
002435 (Tech II)
Prepared By: John L. Meggs **Date:** _____
Administrative Approval: Aileen Killen **Date:** _____
Human Resources: Blythe Silberman **Date:** _____
Exempt: _____ **Non-Exempt:** X
Reports To: Supv, Cntrl Presng Dept 23070/3384
Title of Immediate Supervisor Cost Center; T/O#

Main Function:

Main function:
To decontaminate, package, and sterilize reusable hospital surgical instrumentation and equipment as per established hospital and departmental guidelines.

Employee: EDMUND H BRYAN ID: 52340 Review Date:

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility 1: INFECTION CONTROL				
Practices proper safety guidelines per department guidelines in the decontamination area and complies with hospital and department Infection Control practices.				
Percent of Time: 20%		Level of Importance: Critical		Transferability/Permanence: P
Performance Expectations: <ul style="list-style-type: none"> ➤ Changes detergents/ lubricants as needed for cart washers, tunnel washers, and utensil washers. ➤ Changes large sink solution when large amounts of bioburden are visible or solution is cloudy. ➤ Tests all flexible scopes for leaks as per established guidelines; if test fails, take scope out of service. ➤ Removes and cleans all drains of locking arrows, data cards, and other debris from tunnel washers, utensil washers, cart washers, ultrasonic washers, and sinks on a daily basis. ➤ Scans all case carts, scopes, IVAC pumps and instrument sets into instrument tracking system immediately upon removal from dumb waiter or receipt from GI Clinic, Head & Neck and SDH. ➤ Disassembles all surgical instruments (e.g., endoscopic, laparoscopic) when hand washing instruments and checks to make sure that no bioburden is present before passing through to the Prep & Pack area. ➤ Opens all surgical instruments on surgical sets to expose box locks and serrated edges before placing in tunnel washers. ➤ Changes gloves when they are punctured, worn or dirty and upon leaving decontamination area. ➤ Washes hands using antiseptic soap upon changing gloves. ➤ Removes all protective clothing and equipment and disposes appropriately within decontamination area before leaving. ➤ Checks dumb waiter for dirty case carts and takes to decontamination ➤ Washes IV pumps, IVACs, commodes, soiled carts, mats and any other soiled non-disposable items on receipt. ➤ Places all baskets in designated area, arranges supplies on shelves and discards of all soiled linen. ➤ Cleans up work areas and empties all linen bags at the end of shift. 				
				Weight: 20%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

* See last page for complete description of rating scale.

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS**Responsibility 2: ASSEMBLY & PACKAGING****Inspects and prepares instrumentation and equipment during assembly and packaging.****Percent of Time: 20%****Level of Importance: Critical****Transferability/Permanence: P****Performance Expectations:**

- Inspects instruments from washer-decontaminator for cleanliness (i.e. free of all visible soil and waste) and workability (e.g. physical damage, proper operation, all parts accounted for).
- Scans all scopes, instrument sets and other barcode items before and after assembling to the instrument tracking system
- Checks instruments for tips alignment, broken box locks, sharpness, bioburden, frayed cords, etc.
- Takes appropriate action if instruments do not pass inspection (e.g. returns to decontamination, replaces item if available, places item in repair basket).
- Assembles sets of instruments according to user department specifications; always includes chemical indicator.
- Checks for completeness of instrument sets and records all items in set on appropriate count sheet.
 - Checks for department specified chemical indicator & sterilization tape.
 - Checks that appropriate locks are being used (orange for steam, green for ETO).
 - Checks that filters are secured & properly aligned.
 - Checks that correct count sheet is placed in container.
- Adds missing items when identified; notifies Lead Tech/Supervisor if item is not available, notes missing item, initials and dates count sheet and places second count sheet in "missing item" box.
- Brings assembled set and count sheet to designated station for packaging.
- Uses appropriate instrument container by checking that the inner basket tag matches the outside container and making sure the container is dry before wrapping or locking.
- Packages assembled sets appropriately (e.g. pull pouch, sterilization wrap, Aesculap/Genesis containers) assuring that all filters, chemical indicators, and arrows are in place.
- Labels assembled and packaged sets completely; includes sterilization load number, date of sterilization, sterilizer machine number, and date of expiration.
- Packages all "loosie" instruments per department guidelines.
- Checks ETO sterilizers and removes load as necessary; runs load as needed.
- Checks and assembles, as per Code Committee guidelines, all Emergency carts on a daily basis, including weekends.
- Assists with the picking of 3rd, 4th, & 5th cases, if working a weekend shift.

Weight: 20%

1 _____ Significantly fails to meet requirements	2 _____ Inconsistently meets requirements	3 <u>✓</u> Consistently meets requirements	4 _____ Consistently exceeds requirements	5 _____ Performance results in substantial impact
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Comments:

Development Activity (if applicable):

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility 3: STERILIZATION				
Selects appropriate sterilization mode; sterilizes items, and verifies established departmental/AAMI Standards for sterilization.				
Percent of Time: 20%		Level of Importance: Critical		Transferability/Permanence: P
Performance Expectations: <ul style="list-style-type: none"> ➤ Scans all items being sterilized into the instrument tracking system. ➤ Selects appropriate sterilization mode (e.g. high vacuum steam, gravity displacement steam, ethylene oxide) for each item; considers type of item. ➤ Selects appropriate sterilization time, temperature, and drying time for each item; considers type of item. ➤ Uses a biological test during sterilization for all implants. ➤ Asks charge person which method to use when item is new or unfamiliar. ➤ Performs sterilization procedures completely per department guidelines. ➤ Verifies that sterilization log number corresponds with sterilizer and places on Supervisor's desk. ➤ Attaches "exposed" indicator strip to sterilization log. ➤ Observes all quarantine protocols and records results on sterilization log. ➤ Proofreads all sterilization printouts to ensure sterilization parameters were met; notifies charge person/supervisor if parameters were not met; obtains second signature as required by departmental policies. ➤ Changes paper roll as needed. ➤ Changes label settings as required on a day-to-day basis, checks to make sure that the month, date, sterilizer number, and load number correspond to the appropriate times. ➤ Ensures a proper cool-down period (at least 20 minutes) before placing items into sterile storage or transporting to the Operating Room Clean Core. ➤ Tests scopes for leaks, checks containers for cleanliness and repackages all flexible scopes in appropriate containers; matching serial number of scope and container. ➤ Ensures that the correct scope/s are returned to right location/s, eg: GI, OR, M14, Head & Neck, Suffolk/Commack, Radiation/Oncology and Anesthesia areas ➤ Scans into the instrument tracking system all items to Sterile Storage when appropriate. ➤ Attaches ETO cap on all scopes during preparation for ETO sterilization. ➤ Check sterilizers located in the Main OR/SDH to ensure proper working conditions. 				
				Weight: 20%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments: MR BRYAN IS VERY DETAILED WHEN WORKING IN THESE AREAS OF THE DEPARTMENT.				
Development Activity (if applicable):				

Central Sterile Technician
Central Processing Department

Page 4

MKSCC 00273

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility 4: STORAGE				
Follows department guidelines and procedures for proper cool down, storage, and rotation of supplies.				
Percent of Time: 15%		Level of Importance: Critical		Transferability/Permanence: P
Performance Expectations: <ul style="list-style-type: none"> ➤ Inspects all sterilized packages thoroughly before storing; assures that package is dry, has no punctures or tears, and that the chemical indicator shows exposure; takes appropriate action if package does not pass inspection (e.g. places in designated area for resterilization or disposal). ➤ Stores items in clean room designated pre-labeled space according to place of distribution and type of item; stores all like items together; never stores items on floor. ➤ Stores oldest items up front / on top. ➤ Stores peel pouch items in appropriate container; allows enough room between each package to assure packages do not get crushed; checks condition of packages weekly and removes any crushed packages. ➤ Replenishes all bins of soft goods in Sterile Storage area for next shift. ➤ Checks shelves daily for misplaced items; if misplaced, puts item in appropriate place. ➤ Places General Stores stocks on labeled shelves. ➤ Keeps work area neat, tidy, and dust free. 				
				Weight: 15%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility 5: DISTRIBUTION				
Distributes items upon request to user areas completing appropriate documentation.				
Percent of Time: 15%		Level of Importance: Critical		Transferability/Permanence: P
Performance Expectations: <ul style="list-style-type: none"> ➤ Fills requests completely and accurately per user department specifications; includes all items requested in correct numbers. ➤ Scans all items to correct destination (e.g., Sterile Storage, OR Suites, Clean Core area and Case Carts) using the instrument tracking system or appropriate logbooks. ➤ Rotates all sterilized items; (instrument sets, peel pouches), looks for any compromise in the packaging (e.g. tears, unsterile indicators, unsealed openings) before sending to main operating room/ SDH or any other area requesting sterilized items. ➤ Uses complete sets for distribution; informs Clean Core staff when a set is "incomplete." ➤ Checks all filled requests for accuracy (e.g. item and amount) against user department specification before request leaves distribution area. ➤ Distributes requests via appropriate means (e.g., via dumbwaiter to O.R., via Distribution to patient floor treatment rooms, in clinical cage for outpatient departments). ➤ Assembles supplies & delivers to distribution for Nursing Units and Clinics. ➤ Maintains "Case Complete" logbook, identifying O.R. Suite #, Case Cart #, Surgeon's name, date and surgical procedure(s) count sheet #(s); assures information is consistent with O.R. schedule. 				
				Weight: 15%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 ✓ Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility 6: Inventory Management				
Manages inventory appropriately.				
Percent of Time: 10%		Level of Importance: Major		Transferability/Permanence: P
Performance Expectations: <ul style="list-style-type: none"> ➤ Informs Supervisor/ Lead Technician when inventories are being depleted and in need of replacements before the last item(s) are used. ➤ Minimizes waste of disposable items, such as work gloves, gowns, boots, etc. ➤ Adheres to manufacturers specifications when diluting cleaning solutions. ➤ Prioritizes Clinic and Operating Room scopes and trays to ensure availability. 				
				Weight: 10%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 ✓ Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

CORE COMPETENCIES/KEY BEHAVIORS

1. Service: Treats those individuals (e.g., patient/family, client, Center employee) who depend on the quality, accuracy and timeliness of the work as unique individuals in a respectful, courteous manner, and focuses on understanding and meeting their needs.

Key Behaviors:

- Addresses individuals by name and utilizes relevant information in every interaction to create strong relationships.
- Demonstrates positive regard for individuals by maintaining an approachable demeanor (e.g., smiles appropriately, offers help to those who seem lost, willing to answer questions).
- Delivers services to the right place at the right time.
- Places the needs and convenience of service recipients before own.
- Anticipates service recipient's needs and attempts to fulfill them.
- Considers the impact on others when carrying out tasks and acts accordingly.
- Demonstrates flexibility in order to satisfy the service recipient.
- Keeps promises and commitments to service recipients.
- Researches/finds answers to questions that cannot be answered immediately and gets back to individual(s) with answer.
- Uses knowledge of services to ascertain what is possible to deliver to others and only promises what is possible to deliver.
- Continuously seeks to improve service processes, standards, and objectives.

				Weight: 15%
1 Significantly fails to demonstrate behaviors	2 ✓ Inconsistently demonstrates behaviors	3 Consistently demonstrates behaviors	4 Consistently exceeds required behaviors	5 Performance results in substantial impact

Comments:

MR BRYAN DOES RESPOND WHEN A REQUEST IS MADE.

Development Activity (if applicable):

* See last page for complete description of rating scale.

CORE COMPETENCIES/KEY BEHAVIORS

2. Teamwork: Works collaboratively with others to accomplish departmental and organizational goals.				
Performance Expectations: <ul style="list-style-type: none"> ➤ Cooperates with all department staff in working towards departmental goals and objectives. ➤ Steps forward and helps co-workers when something must get done. ➤ Respects diversity/cultural differences. ➤ Changes focus and direction to meet the workload priorities of the department. ➤ Rebounds from conflicts with others and maintains a productive working relationship. ➤ Carries full weight when working with others to ensure a shared effort in the outcome. ➤ Attends all scheduled and impromptu departmental meetings promptly, and actively participates to accomplish team goals; provides reason for non-attendance and follows up to learn what transpired during meeting. ➤ Cooperates with coworkers and staff in other departments in sharing accurate information. ➤ Demonstrates flexibility to function as part of a team by complying with changes in routine without continuous supervision, adjusting to peak workload and completing priority assignments promptly. ➤ Follows through on recommendations for improved job performance; accepts and incorporates feedback on performance. ➤ Provides notifications for absences and vacation requests according to established guidelines. ➤ Notifies Supervisor/ Lead Technician on breakdown of equipment or other problems in the area workflow. 				
				Weight: 20%
1 Significantly fails to demonstrate behaviors	2 ✓ Inconsistently demonstrates behaviors	3 ✓ Consistently demonstrates behaviors	4 Consistently exceeds required behaviors	5 Performance results in substantial impact
Comments: MR BRYAN DOES NOT SHOW ANY INTEREST IN THE DEPARTMENT'S FUNCTION, HE COMES IN WORKS AND LEAVE				
Development Activity (if applicable):				

CORE COMPETENCIES/KEY BEHAVIORS

3. Communication: Gives and receives information with professionalism and respect in order to promote a shared understanding.**Performance Expectations:**

- Provides information in a clear, concise, organized manner; ensures the main points of the communication are emphasized; presents one idea at a time.
- Provides a level of detail that is appropriate to the listener(s) and the circumstance(s).
- Solicits feedback from others to ensure their understanding of communications.
- Uses active questioning techniques (e.g., open-ended, close-ended, probing) to obtain additional needed information to ensure complete understanding of situation before providing information and/or choosing a course of action; uses questions that prevent the receipt of biased information.
- Listens objectively; avoids making assumptions; avoids letting past experiences with an individual interfere in the listening process.
- Demonstrates courtesy and respect for others at all times (e.g., allows others to finish speaking before beginning to speak, keeps an even tone of voice, requests assistance from others).
- Uses nonverbal behavior to match and support verbal message (e.g., makes eye contact, maintains even rate of speech and inflection).
- Requests clarification from speaker if verbal and nonverbal communications do not match.
- Maintains a calm, professional manner; keeps composure under stressful conditions by considering context in which events occur and statements made.
- Answers all telephone calls on the second or third ring, identifying you, organization, and department.
- Communicates a professional image through the use of appropriate nonverbal behavior and proper attire (e.g., follows dress code); displays MSKCC ID badge at all times.
- Always respects confidentiality by giving information to those individuals who are authorized and have a need to know.
- Notifies Supervisor/Lead Technician when leaving the work area for any extended period of time.

				Weight:15%
1 _____ Significantly fails to demonstrate behaviors	2 _____ Inconsistently demonstrates behaviors	3 <input checked="" type="checkbox"/> _____ Consistently demonstrates behaviors	4 _____ Consistently exceeds required behaviors	5 _____ Performance results in substantial impact

Comments:

MR BRYAN DOES COMMUNICATE IN A PROFESSIONAL MANNER

Development Activity (if applicable):

CORE COMPETENCIES/KEY BEHAVIORS

4. Judgment: Responds to issues with a systematic, problem-solving approach (i.e., gathering information and weighing strengths of various solutions) to anticipate, accurately assess, and resolve issues and problems.

Key Behaviors:

- Asks questions or verifies information when not sure; does not make assumptions if unsure or unclear.
- Directs efforts to what most needs attention by considering what's important and to whom, and number of people affected.
- Seeks additional help to solve problems or complete tasks as necessary (e.g., due to lack of job knowledge, unavailability of best resource, unsure of or unclear about appropriate next step).
- Follows established department guidelines and Center protocols in urgent situations and follows-up by notifying supervisor when necessary.
- Applies existing rules and procedures to guide actions and decisions.

				Weight: 15%
1 <u> </u>	2 <u> </u>	3 <u>✓</u>	4 <u> </u>	5 <u> </u>
Significantly fails to demonstrate behaviors	Inconsistently demonstrates behaviors	Consistently demonstrates behaviors	Consistently exceeds required behaviors	Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

CORE COMPETENCIES/KEY BEHAVIORS

5. Initiative: Originates and follows through with a plan of action or task appropriate to meeting the needs of the situation (e.g., patient, team, organization, problem).

Key Behaviors:

- Demonstrates a willingness to try new assignments. Adapts to changing environment (e.g., new time schedules or changes in job responsibilities).
- Identifies what needs to be done to complete a job and does it.
- Uses time that becomes available to make progress on or complete pending tasks.
- Works to resolve routine problems independently.
- Works steadily at unpleasant or routine tasks until they are completed.
- Completes assignments without being prompted or reminded.
- Is open to new ideas from various sources and looks for/suggests ways to implement them.
- Takes advantage of opportunities to apply new skills.

				Weight:15%
1 _____ Significantly fails to demonstrate behaviors	2 _____ Inconsistently demonstrates behaviors	3 ✓ Consistently demonstrates behaviors	4 _____ Consistently exceeds required behaviors	5 _____ Performance results in substantial impact

Comments:

Development Activity (if applicable):

CORE COMPETENCIES/KEY BEHAVIORS

6. Effectiveness: Accomplishes desired results in a manner that maximizes the use of time and resources.

Key Behaviors:

- Checks accuracy of information and own work.
- Maintains an organized environment (e.g., workplace) so that information/objects are easily accessible to self and others.
- Uses time available for most important tasks.
- Meets established productivity standards for the job.
- Follows all established Center and departmental guidelines, policies and procedures (e.g., infection control, patient safety, waste disposal, personal safety, fire/radiation safety, equipment use).
- Limits the number of personal phone calls made and received on a daily basis to essential ones.

				Weight: 10%
1 _____ Significantly fails to demonstrate behaviors	2 _____ Inconsistently demonstrates behaviors	3 <input checked="" type="checkbox"/> _____ Consistently demonstrates behaviors	4 _____ Consistently exceeds required behaviors	5 _____ Performance results in substantial impact

Comments:

MR BRYAN DOES CHECK FOR ACCURACY.

Development Activity (if applicable):